

OTE 82-1013

29 January 1982

MEMORANDUM FOR: Deputy Director for Administration

FROM:


Director of Training and Education

25X1

SUBJECT: Items of Interest to the Executive Director

REFERENCE: Memorandum from Executive Director to DDA,
dated 25 January 1982, Subject: Items of Interest

1. Detailed below are suggested responses to the two items relating to the Office of Training and Education (OTE) which were raised by the Executive Director in paragraph 2 of reference memorandum.

a. OTE's Ties to the Outside Academic World: OTE makes a continuing and concerted effort to ensure that its personnel are in contact with the academic world and commercial private sector training organizations so that we can be confident that we are keeping up with the state-of-the-art. I am sure you are aware of the extensive interplay between the academic community and the faculty of the Language Training Division. In this particular area we devote considerable resources to working with both private and Government schools toward the common goal of stimulating the Nation's language training programs. It is obvious from these contacts that our approaches are not only up-to-date but that we are in fact a recognized leader in this area of study. The Office's professional contacts with the outside world are by no means limited to the area of language training. In all areas of OTE's activities there are examples of our determination to develop professionally and to continually apply new techniques and approaches where appropriate.


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use in OTE. Three staff officers of OTE whose specialty is educational technology and methodology have within the last 12 months attended professional conferences or seminars where they have been able to update their knowledge of this important area. In addition to these efforts, we have recruited new officers from outside of the Agency to join our career service who bring with them current skills from both the private sector and other areas of the Government. I believe that all these examples demonstrate the commitment of OTE to ensuring that we are staying on top of the rapidly changing developments in the whole field of training and education, and I believe that in terms of content, technique, and staff capability our offerings are comparable to the best that is available elsewhere.

b. Basic Courses and Curriculum Pertinence: Every course or program conducted by OTE is subject to frequent review and analysis--not only by the staff responsible for the particular course but also on a systematic basis by the Curriculum Committee and by OTE management. For the most part, these courses and offerings are not static and are being changed, modified, and improved with regularity. Even the "old standbys" are not exempt from this process. The Midcareer Course within the last three years has undergone extensive modification in an attempt to increase participation on the part of students and to provide as part of the course some basic management training. The Senior Seminar was torn down to the ground and rebuilt as an entirely new offering with new goals as the Senior Officer Development Course. Basic orientation courses have been reworked, tightened up, and shortened where appropriate. In support of changing trends and emphasis within the Agency, new courses have appeared. Where not long ago Career Trainees started their training process with a rather superficial three-week orientation, they are now exposed to a polished ten-week course that much more thoroughly prepares them for upcoming interim assignments within the Agency and further specialized training. Each time a course is run, the staff of OTE is exposed to a wealth of candid criticism from the participants. Adding to this input is the fact that the OTE staff is at present at an all-time high in terms of professionalism, and as a result, are their own most severe critics. A good example of this latter point can be seen in the Management Seminar. At the time that she assumed basic responsibilities for this course, [redacted] critically reviewed past runnings, conducted an outstanding training needs assessment, and reworked the course from top to bottom. The initiative for this work came from her. It was not pushed by IG reviews, management pressures, or other external factors. It is basic OTE policy to insist on pertinence in our offerings and to assume a leadership role in Agency training as opposed to merely responding to today's (or in some cases yesterday's) requirements. While our curriculum is

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far from perfect, I believe sincerely that given the resources available to us, we are doing a superb job of offering high quality training that is relevant to the current and anticipated needs of CIA.

2. To the extent that any of the Executive Director's interest may have been piqued by the December memorandum prepared by the DDO Senior Training Officer, I believe that some comment is in order. I think [redacted] 25X1 memorandum which challenged several of our basic courses in their present form was a good faith effort on his part to establish a constructive dialogue. Unfortunately, the memorandum was not based on as much knowledge of the courses to which it spoke as would have been desirable, and equally unfortunate was the fact that it received distribution to various senior Agency officers prior to its author and OTE sitting down and dealing with its content in a constructive manner. We have now had such a discussion with the author of the memorandum, and I believe he would be the first to admit that modifications of at least some of his positions and recommendations would be in order. I think that he and we have benefitted from our discussions and that both parties will move ahead in an attempt to satisfy some of the training problems faced by the DDO.



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